

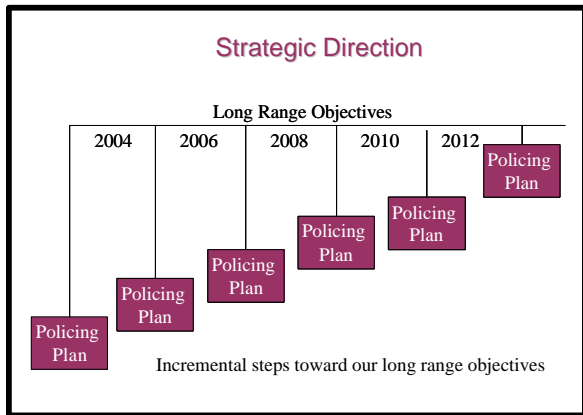


2004-2006 Policing Plan

The 2004-2006 Policing Plan is a short-range planning tool designed to move us toward our long-range objectives in incremental steps. It is the

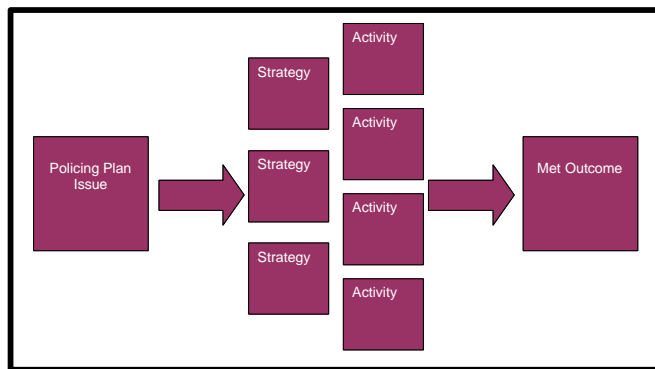
result of months of research involving community and employee input. The Plan provides clarity and direction for decision making as the Department moves into the future. The Strategic Management Team, with the support of the Executive and Management Staffs, compiled information from community and employee surveys, community town hall meetings, and employee focus

groups, as well as demographic and statistical measures, to determine common themes for use in issue development by the Department leaders.



After the issues were established, the Executive Staff worked with the Middle Managers to develop goals for each issue. The City of Phoenix “Seamless Service” concept and the Department’s guiding values also helped build the foundation on which goals were defined. The goals were written into each management employee’s Performance Achievement Plan and will be incorporated into every employee’s performance evaluation to ensure that all are working toward the same objectives. The strategies used to achieve the goals may vary to meet the demands of a specific location; however the ultimate desired outcome remains consistent department wide.

Guiding Values
 Protection & Prevention
 Responsibility & Respect
 Integrity & Ideals
 Dedication to Duty
 Employee Excellence



The 2004-2006 Policing Plan issues are **Crime Suppression**, **Leadership**, **Neighborhood Safety**, and **Infrastructure**. The issues and the goals to achieve progress on the issues are described below.



Crime Suppression Goals

The vision of the Phoenix Police Department is to become the safest major city in the nation. Although there are many variables that contribute to the definition of safety within cities, there are seven main crime areas on which



the Department will focus. They include Homicides, Aggravated Assaults, Robberies, Sexual Assaults, Burglaries, Thefts, and Auto Thefts. Additionally, increasing the perception of safety in the community during the day and at night will be pursued through “Safe City” initiatives. The Department’s crime suppression efforts will also target arresting repeat offenders, who make up approximately 10% of the criminal population, but are responsible for 90% of crime.

To measure the success of this Policing Plan Issue and the Department’s ability to provide a safe environment for our residents and visitors, several factors will be considered. The first is achieving a UCR (Uniform Crime Report) Part I rate per 100,000 persons that is below the average of the previous 10 years for violent and property crimes. The next is the survey results of citizen’s perception of safety during the day and night. The final measurement will be a subjective review of the Commanders’ and Administrators’ participation in Crime Suppression strategies.

The Crime Suppression goals for the 2004-2005 fiscal year include:

Reduce Violent Crime

- ◆ *Focusing on reducing Homicides, Aggravated Assaults, Robberies, and Sexual Assaults*

Reduce Property Crime

- ◆ *Focusing on reducing Burglaries, Thefts, and Auto Thefts*

Community Member’s Perception of Safety

- ◆ *Focusing on “Safe City” initiatives to maintain a high perception of safety in the community during the day and at night*

Increase Arrests



- ◆ *Targeting repeat offenders to include misdemeanor and felony offenses*



Leadership Goals

Phoenix Police Department believes that its employees are its greatest asset. The Department Leaders recognize the need for forward focus planning to prepare for the impacts of future retirements and knowledge transfer of our skilled and highly trained employees.



Additionally, as the role of police leadership shifts from prudent steward to visionary, executives must transform the organization utilizing participatory management models like Enlightened Leadership. Current leaders must encourage action and innovation when seeking new avenues in suppressing crime and developing crime prevention programs. Future leaders will be participating in a leadership development plan to assist them with developing or enhancing their leadership skills prior to and following promotion.

One of the benefits of the Phoenix Police Department is the many varied work opportunities within the organization. However, each requires a specific skill set to accomplish the duties of the position. Career planning will provide information on what skills and experience would be essential for a chosen position within the department and how to gain the skills and experience needed to be successful.



The Leadership goals for the 2004-2005 fiscal year include:

Succession Planning

- ◆ *Implement a Plan that prepares the department for the impacts of future retirements and knowledge transfer*

Promotions

- ◆ *Implement a leadership development plan based on the principles of Enlightened Leadership*

Career Planning

- ◆ *Develop career planning resources for employees at all levels*



Neighborhood Safety

To make Phoenix neighborhoods the most livable neighborhoods in America, the Department will develop a patrol planning document containing several elements. One element is Phoenix Policing, which is an extension of community based policing that defines the unique partnership between Phoenix police personnel and the citizens they serve. Police personnel work with citizens' groups and other stakeholders to develop crime prevention strategies for neighborhoods, businesses, and schools. This allows the police to reduce or manage minor forms of disorder so they do not develop into areas that host criminal activity. This concept, called order-maintenance, is outlined using George Kelling's "Broken Windows" theory. It states, "In order to effectively reduce crime, law enforcement must focus its effort on maintaining order within its jurisdiction, reducing the conditions that allow illegality to flourish".

The plan will also include restructuring the precincts to include other personnel which will improve the abilities of patrol officers to prevent and solve crimes. The Reserve Bureau will be enhanced to provide additional assistance in patrol matters. Finally, homeland defense efforts will continue to be a focus to maintain security within critical structures.

The Neighborhood Safety goals for the 2004-2005 fiscal year include:

Develop a Neighborhood Safety Plan to include:

Phoenix Policing

- ◆ *Improve neighborhood safety through our community based crime prevention practices that we call "Phoenix Policing"*

Patrol Configuration

- ◆ *Establish a future patrol staffing model*
- ◆ *Establish a blueprint for future fully functional precincts*

Homeland Defense

- ◆ *Focusing on Education and Awareness, Detection, Rapid Response, and Recovery*

Reserve Officers

- ◆ *Focusing on increasing sworn reserve staff to enhance the Department's Rapid Response to a major crisis*





Infrastructure

Infrastructure is defined as the basic systems, installations, and facilities on which the current operations and future capabilities of the Police Department depend. This goal was written to identify current and future demands and services in order to ensure sufficient development of the Phoenix Police Department's infrastructure to facilitate the delivery of the highest quality service to our community. There are four basic elements of this goal which have been identified as areas of focus to improve the strength of the Department's foundation.

The Infrastructure goals for the 2004-2005 fiscal year include:

Enhance future capabilities focusing on the following areas:

- ◆ *Information Technology*
- ◆ *Forensics*
- ◆ *Information Management*
- ◆ *Facilities*